



Response to Request for Information (RFI) for Arkansas Health Information Exchange (HIE)

1401 West Capital, Suite 300
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May 7, 2010

Proposed by Bass & Associates

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May 7, 2010

Dear SHARE members:

Thank you for allowing Bass & Associates to submit the following response regarding the creation and implementation of an interoperable health information exchange structure for the State of Arkansas.

Searching for a technical solution for health information exchange, not to mention implementing that solution is a highly significant and serious undertaking. There is no room for failure and very little for extra costs and time consuming rework. Yet over and over we are seeing this happen in HIE implementations throughout the country. Therefore, we are offering a solution to ensure that the SHARE implementation will avoid the expensive and time consuming issues and rework that impede success.

As the firm that implemented NeHII, the fully functional statewide HIE for Nebraska, Bass & Associates has successfully completed the journey. That accomplishment, along with our 16 years of experience in providing technical and business services to healthcare providers, has supplied us with a roadmap and a wealth of experience that will work as valuable assets for SHARE.

When there were almost no examples to turn to and no roadmaps to follow, we managed to implement an HIE in less than one year by using an expert staff and an entrepreneurial approach. Now that we are nearing the end of a full year of operations, we have much to share. What we have learned will fill in the knowledge and experience gaps in a way that will move SHARE quickly and efficiently ahead in its HIE journey.

Our services may be utilized as much or as little as needed, when you need them. From assistance with policy development and communication planning to full implementation services or helping you find your own staffing, we will function as the go-to resource that will be there when you need us.

In addition, due to our close and continuing relationship with NeHII, we will bring to bear the expertise of our stakeholders, including our board of directors, on your behalf. They have experienced the same challenges and together we will provide the rationale for certain decisions that were made along the way, and why those conclusions would or would not be the right ones for Arkansas.

We ask that you allow us to visit and tell you the story of NeHII and talk about ways that we can help Arkansas determine the best solutions and achieve the best possible results and the fewest problems in your HIE efforts. You will find us to be a trusted and effective partner during this crucial time.

Sincerely,

A handwritten signature in black ink, appearing to read "Deb Bass", is written over a light blue horizontal line.

Deb Bass,
President and CEO Bass & Associates
Interim Executive Director, NeHII



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VENDOR RESPONSE INSTRUCTIONS

SHARE is seeking information from as broad an array of interested vendors as possible. Therefore, vendors may respond in a manner that presents a complete solution, or may respond to address particular capabilities represented by their solution.

5.1 Mandatory Response Requirements

Respondents shall provide the following information:

1. ***Name and Category of Respondent***, such as *systems integrator, licensee, service provider, hardware vendor, etc.*
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Bass & Associates - Managed Services Provider for SHARE

As more and more states, hospitals and healthcare systems implement health information exchange, the task of providing the experts necessary for implementation and long-term support becomes an issue fraught with risk and expense. And as the need for high-level governance and strategy becomes more vital to the success of SHARE, the key stakeholders will likely find themselves spending less time focusing on their roles as leaders, beneficiaries and stakeholders of the technology, while increasing their time, effort and resources on the ground-level implementation and operational activities of the HIE.

For these and other compelling reasons, HIEs such as NeHIE in Nebraska have adopted a managed services model to ensure affordability and sustainability of the operations and support structure, allowing the stakeholders to focus on core HIE activities.

Our managed services are designed to provide as much or as little assistance as is required by the State of Arkansas HIE team. Our team of experts can assist you with the vendor selection process and the initial implementation, providing support and training services for your pilot participants or SHARE may select specific services that Bass & Associates can provide on an ongoing basis. Depending on your needs, you will have the ability to utilize our services for only the time needed, saving time and money.

Available managed services are:

- RFP development and/or proposal management
- Assistance with vendor selection
- Communication and education of physicians and other healthcare providers regarding the advantages of HIE
- Developing and providing consumer education regarding HIE and providing materials to be given to the patient at the point of care
- Working directly with the state eHealth divisions and state HIT coordinators to align efforts.
- Project management
- HIE implementation
- Budgeting



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- Providing comprehensive training and help desk support to the healthcare provider
- Reporting (to SHARE stakeholders, ONC and any additional state or ARRA reporting)
- HIE operations management
- Privacy, security and policy expertise and roadmaps
- Sustainability plan development and implementation
- Information technology resources
- Managing the marketing and contractual processes involved in expanding NeHII to providers across the state, which may mean EMR and/or ePrescribing applications or the integration of existing EMR systems with the HIE
- Working directly with HIE vendors to manage the implementation and support for each provider and serves as the liaison between the vendor and the provider
- Serving as the liaison for ongoing relationships among providers, vendors, state and federal programs, and the HIE in order to meet expectations for support and to encourage growth and development of functionality

In periods of rapid implementation and growth, a managed support model can provide stability and sustainability to the HIE by providing the right resources at the right time. And during economically challenging times, the managed services provider bears the risks and difficulties inherent in maintaining FTEs (Full-Time Equivalent personnel).

Because of our experience with implementations similar to SHARE, Bass & Associates' managed services support experts possess a high level of institutional knowledge that would be otherwise difficult to achieve. This experience and expertise taken from prior implementations and lessons learned can make the difference in meeting timelines, saving money, and achieving the SHARE's goals and objectives.

Benefits of a utilizing a managed services provider include:

- **A Low-Cost, Highly Effective Virtual Model.** SHARE's managed services model will involve no brick and mortar, additional equipment or FTEs. This model results in highly significant cost savings, freeing up more dollars for actual development of the HIE and its features. In addition, when timelines are compressed, a managed support model will provide a shorter turnaround for the HIE implementation. By having access to experts through the model, SHARE will be able to significantly shorten the implementation timeline.
- **Experience and Expertise in HIE.** As your managed services provider, Bass & Associates brings a wealth of experience and a proven roadmap for your success. Our experience and knowledge related to HIE is extensive and includes:
 - a. Managed Services for NeHII (Nebraska Health Information Initiative) - our proven model led the HIE through one of the fastest, if not the fastest implementations in the country, allowing for the most efficient use of resources. Chapter 12 of the recently published book *Paper Kills 2.0.*, published by the Center for Health Transformation and the Gingrich Group, chronicles the development of HIE in Nebraska.



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- b. We remain on the forefront and are fully apprised of all developments and initiatives that affect HIE, whether they are at federal or state levels, attending and speaking at forums and conferences regularly, sharing the roster at speaking engagements with nationally known experts such as the National Coordinator for the Office of Health Information Technology, Dr. David Blumenthal.
 - c. Bass & Associates regularly responds to requests for interviews, articles and white papers on meaningful use of health information technology, HIE implementation and operations, and sustainability planning and development.
 - d. Bass & Associates has prepared strategic and operational plans for several statewide HIEs and has analyzed and responded to HIE planning assistance for eighteen additional states.
 - e. We extend our knowledge to ancillary organizations that affect HIE. Bass & Associates conducted strategic start-up planning and staffing of all field staff for Wide River Technology Extension Center in Nebraska, and are currently assisting in the definition of position descriptions and responding to Regional Extension Center staffing requests with three additional states. We also are partnering with state community colleges to educate IT professionals for the purpose of implementing electronic health records in a growing number of practices and facilities.
 - f. Development of stakeholder capital among Arkansas' 65,000 licensed health services providers in the state and 103 licensed hospitals is vital to the success of statewide HIE. Building and maintaining relationships with physicians, consumers and other stakeholders throughout the state is key to the expansion of SHARE across the state of Arkansas. Our experience will help inspire confidence in SHARE on the part of healthcare providers across the state.
 - g. As the managed services provider for NeHII, Nebraska's state designated entity for HIE, Bass & Associates works hand-in-hand with the state eHealth council and the state HIT coordinator on strategic and operational planning and budgeting. We likewise understand the importance and value of working closely with the stakeholders of SHARE.
 - h. Our knowledge of requirements related to NHIN and other standards will ensure that SHARE is up-to-date with all requirements related to ARRA.
- **Flexible and Scalable Services.** The managed services model is highly flexible and scalable and can evolve with the needs of SHARE. We will provide the appropriate expertise with the necessary skills for only the period of time required, avoiding the burden of fully employed and benefited employees, whose skills may not remain the best fit as the project progresses.
 - **A Stable Cost Model.** The responsibility and burden for hiring and employing resources is that of Bass & Associates. SHARE's contracted costs will remain constant.



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2. ***Name of Vendor Representative*** responsible for any future business opportunity with the State of Arkansas. Include contact information. General vendor background and corporate information is not required, but may be included in the Addenda.
-

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* Bass & Associates background information is included in Appendix A

3. ***Summary Description of Solution***, limited to three pages.
-

The managed services solution proposed may consist of any or all of the services listed below, as well as additional services that may be required by SHARE.

1. *RFP development and/or proposal management*

Bass & Associates has developed numerous RFPs and proposals and is also experienced in managing the incoming proposals as well as the final contract. Having acquired an HIE solution through an RFP process, and now into the second year of full HIE operations, we will provide valuable knowledge, experience and resources in assisting with the development of an RFP that will include the correct requirements for SHARE. In addition, we can conduct the proposal management process, adhering to Arkansas standards, while assisting the stakeholders with the interpretation of the complex technical aspects that are important to SHARE.

2. *Assistance with vendor selection*

We have the experience that will enable SHARE to ask the right questions and obtain the very best technical solution possible. We will help ensure that any solution will fit the "vendor neutral" requirement for connectivity with the various systems throughout Arkansas, as well as standards required as a part of ARRA funding, ONC requirements and CMS statutory requirements.

3. *HIE implementation*

As indicated earlier, Bass & Associates implemented one of the most successful HIEs in the country, NeHII. Together with the board of directors and the state of Nebraska, we have made NeHII one of the nation's leading HIEs. The SHARE implementation will carefully take into account all work that has already been completed by the Alliance and will be guided by a certified project manager (PMP). An HIE project plan can include hundreds of tasks, both large and small. High level tasks and milestones include but are not limited to:

- Complete data sharing agreements signed with initial participating facilities and physicians
- Marketing and communications planning and implementation



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- Server and hosting configuration and planning
- Third party data integration
- Set up initial pilot participant
- MPI (master patient index) and PAB loading; configuration
- Operations and functionality testing
- Production feeds; testing
- Plan/set up independent labs
- Data translation and testing
- Insurance eligibility load and testing
- ePrescribe load and testing
- Training
- Rollout – initial 50 users
- Monitor usage adoption; metrics
- Review and analysis of initial data providers and physicians

4. *Operations management*

System Administration: Technical management that is not performed by the vendor may involve manually merging records, completing opt out and opt in requests, resolving issues raised by clients, manually matching unidentified results, distributing merge reports to various facilities, user ID definition and gathering statistics. Bass & Associates will provide a 24/7 support desk for all issues and questions that arise. Training will be handled on a daily basis depending on the solution purchased. Follow up visits and refresher courses are completed as needed.

Business Operations: Critical to the day-to-day business operations for an HIE is the partnership that exists between SHARE and our project team in working through the issues and successes that come with the daily operation of implementing an HIE. This important relationship is the building block where trust is developed and maintained. This is a key part of our offering, and our culture, in the managed services solution we are offering the State of Arkansas.

The following areas are at the core of what we will offer SHARE based on our experience in managing the day-to-day operations of an HIE implementation:

- **Writing the RFP:** The procurement process is detailed and time consuming. We have a team of writers and subject matter experts at SHARE's disposal to assist in the identification of requirement, build the RFP and assist in the analysis of choosing the right vendor. Our team can offer this because they have been on each side of the RFP process, both as clients and responders. We will consult and guide you through this process while working closely with the team of SHARE experts to ensure a smooth, compliant RFP experience.
- **Project Management:** Our experienced project management team will ensure all tasks and deliverables are attended to and communicated according to the agreed-upon project plan. The Project Manager will be the day-to-day main point of contact and will use proven project management methodologies and efficiencies to ensure the implementation runs smoothly, efficiently, on time and on budget to ensure all project team members, both SHARE and your vendor, are on task. Regularly scheduled status meetings and reports will be provided and



issues and risks tracked daily with mitigation applied.

- **Budgetary:** Our team understands that each dollar SHARE spends must be accounted for and used for the purpose the federal government and SHARE intended. We will monitor daily transactions, purchases of the necessary hardware and software and provide SHARE and ONC (Office of the National Coordinator of HIT) an accurate, detailed financial analysis and reporting on a regularly scheduled basis, or when requested. Our focus will be to identify ways to ensure sustainability while identifying cost efficiencies and ensuring that all funds available to Arkansas are identified and received through compliance and adherence to standards.
- **Communication:** Keeping stakeholders informed of issues that arise on the status of the project is key to a project's success. These means understanding when critical issues must be escalated quickly and when day-to-day issues can be managed, tracked and mitigated by the project team. Keeping stakeholders engaged and informed, according to the agreed-upon Communication Plan is important to keeping the project on time and issues addressed in a timely manner.
- **Strategic Planning:** Our team has the experience to carry out the requirements and direction of the Arkansas Strategic Plan. This is a Plan that your team spent significant time and energy developing. Bass and Associates will ensure daily that the Strategic Plan follows the requirements as approved by ONC while maintaining the uniqueness of the State of Arkansas and the intentions of the SHARE team's HIE implementation.
- **Public Awareness:** Bass and Associates understands the very public nature of the SHARE HIE implementation – all eyes will be on SHARE. We understand the political nature of the project where political (legislative and executive) stakeholders will expect accounting of the project, especially with regards to compliance and budgetary issues. We are sensitive to this environment and comfortable working within it through our experience in working with our partners in the Nebraska Information Technology Commission as well as a variety of levels of state government both in Nebraska and other states. Our Project Team includes experts who understand the workings of state government and the importance of promoting and advocating for SHARE to this key constituency.

The SHARE implementation is a large, high profile project. Our partnership with SHARE and its stakeholders, walking hand-in-hand on a day-to-day basis will be critical to the success of the project.

5. Privacy, security and policy expertise

Ensuring adequate privacy and security protections for personal health information as a requirement for meaningful use of HIT can be a long and arduous process. Bass & Associates and NeHII were one of the earliest HIEs to work through this time-consuming and expensive process and now have shared our policies with nearly two dozen states. There is no charge for utilizing our policies. We only ask that the state signs a licensing agreement and lets us know of any changes they make so that we can continue to add and improve to the policies for the benefit of all.



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6. Sustainability plan development and implementation

Bass & Associates remains on the forefront to determining sustainable sources of revenue from various sectors including healthcare, business and government, while at the same time, understanding the needs of the providers in having an affordable HIE solution.

Best practices in revenue generating strategies for HIEs have generally involved:

- Educational materials and services
- Technical assistance to local HIE efforts
- Grant writing services
- Grants and contracts administration services
- Staffing resource for local HIE efforts
- Implementation support for local HIE efforts
- Group purchaser of HIT

Questions asked when considering revenue strategies are:

- What is the benefit to patient care?
- What are non-monetary values to other stakeholders?
- What are potential sources of revenue?
- What is the dollar potential?
- What is the effort and investment involved?
- What will be the time to market? How important is that?
- How would you prioritize the strategy?

One of the most obvious funding sources for SHARE will be in the form of a portion of the license and participation fees from participating providers and other entities. For providers, these fees should be affordable and include all support, training and system updates. Bass & Associates will provide information on how to quickly implement this as a functioning model.

However, SHARE should look beyond license and participation fees for sustainable and expandable revenue. Through the unique functionality of HIE, a rich supply of revenue opportunities are emerging and Bass & Associates will draw upon its experience to share technologies and processes that the NeHII and others are and will be using for additional revenue streams.

Meaningful use incentives are anticipated to create demand for products and services which capture and report data to various entities. As ONC (Office of the National Coordinator) finalizes requirements for statewide HIE and for the NHIN (Nationwide Health Information Network), SHARE may be able to take advantage of incentives for implementation of related new functionality. From this new functionality, sustainable income may be derived from those providers and other entities that benefit from its use, whether that is an additional license fee, or a transaction fee.



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The resulting demand for HIE will likely be met by an increased supply of marketed products and services to enable HIE, resulting in a competitive marketplace for HIE services. Bass & Associates is currently developing such models, which will also be available for use by SHARE.

7. Information technology resources

While IT resources needed by SHARE will heavily depend upon the technical solution that is selected, most leading HIE systems provide support that includes an account executive to oversee the team and ensure that strategic goals are being met. The vendor will also provide technical operations staff for technical support and system monitoring as well as engineers who support the HIE system in the areas of server, network, security and interfaces.

In a typical non-managed services environment, SHARE would be required to employ a technical support and training staff to interface with the HIE users and provide help desk support. As part of Bass & Associates managed care services, we can eliminate the need for SHARE to employ technical and training staff. Our experts are available if and when needed to provide any level of training desired, as well as on-the-ground support and administrative technical functions, including opt-ins/opt-outs, and 24/7 help desk services. This model eliminates the need to have fully benefited FTEs and instead provides the resources when needed.

8. Project Management

Bass & Associates has long been a major contributor to the field of Project Management and utilizes experienced, certified project managers for all large projects. Chris Henkenius, President of the Healthcare Technology Center for Bass & Associates is the founding member of the Omaha-area PMO Roundtable, as group of Program Managers from across Omaha, including representatives from Blue Cross and Blue Shield of Nebraska, Alegent Health, Nebraska Medical Center, Mutual of Omaha, West Corporation, First National Bank, Gallup, ConAgra, and Woodmen. This group meets to discuss and collaborate on PMO policies and procedures, ensuring all are using best practice in the management of their offices.

Responsibilities of the project manager for SHARE will include:

- a. Provide oversight management to the SHARE for project administration
- b. Scope and change control
- c. Phased implementation planning
- d. Implementation management
- e. Risk management
- f. Issue management
- g. Defect assessment
- h. Performance metrics
- i. Periodic participation in project strategy and direction as requested by SHARE

As a function of the above responsibilities, the project manager will provide assistance to SHARE through performance of the following tasks:

PROJECT MANAGEMENT CONTROL

1. Develop and manage project schedules and application releases – Work in tandem with the technical vendor to create system lifecycle schedules and plans that are logic and resource driven. Maintain the schedules to manage scope and interim deliverables to ensure project remains on time and within scope and budget.
2. Manage resource pool – Using project management tools, align resources to application releases and tasks, identify additional resources as needed, identify resource conflicts, and assist in leveling resources across tasks and/or phases.
3. Maintain Change Control and Issue Resolution processes – Provide structure to manage changes in scope, time, and cost. Document and escalate issues. Facilitate cross-functional team communications for timely issue resolution.
4. Time Tracking – Support level of effort and time tracking, determine where resource time is spent, gather and document data to enable increased estimating accuracy for future software releases based on historical data.
5. Cost Tracking – Track project costs and determine project performance based on cost and schedule.
6. Phase Planning – Support the implementation planning process by close coordination with the technical vendor, research, and preliminary planning of interim deliverables releases. This effort includes input from SHARE and other stakeholders.
7. Communication – Identify appropriate information requirements and their flow, and ensure individuals at all levels receive appropriate information on scheduling and planning in a timely manner. Establish meeting schedules and agendas. Facilitate release and status meetings and publish summary meeting notes. Coordinate communications across all stakeholders.
8. Performance Monitoring – Maintain disciplined process for monitoring release deliverables and schedule milestones. Create performance measurement baselines for scope, schedule and cost. Update and produce project scorecards. Monitor and publish earned value and other performance metrics. Reports program status and milestones on a timely basis. Facilitate action plans for solving progress-related obstacles.
9. Perform Quality Control – Ensure that all deliverables are complete and follow a formal Work Approval Process (WAP) before securing approval from stakeholders.
10. Risk Analysis – identify project risk factors and the probability and impact of each factor; develop strategies for dealing with the risk factors.
11. Interface with Share, the technical vendor, and other stakeholders as necessary.
12. Provide analysis of the SHARE implementation.



4. List of Current Installed Locations for the recommended solution.

Although Bass & Associates has worked with hundreds of clients providing business and technical services, the examples below most closely reflect the type of managed services that are required by HIE.

NeHII (Nebraska Health Information Exchange)

As described throughout this document, Bass & Associates actively worked with the board of directors to actively plan and implement NeHII, possibly the quickest rollout of a fully functional HIE in the nation. NeHII is successfully expanding throughout Nebraska, currently exchanging data among 11 Nebraska and Iowa hospitals and health systems, a major insurance carrier, two emergency departments—one a state-designated trauma center, a not-for-profit physician hospital organization (PHO), more than 60 primary and specialty care clinics including a psychiatric clinic. Approximately 1.5 million patient records are available through NeHII, the state's designated health information exchange.

Wide River Technology Extension Center

As mentioned, we extend our knowledge to ancillary organizations that affect HIE, in this case technology extension centers. Bass & Associates conducted strategic start-up planning and staffing of all field staff for Wide River Technology Extension Center in Nebraska, and are currently assisting in the definition of position descriptions and responding to Regional Extension Center staffing requests with three additional states. We also are partnering with state community colleges to educate IT professionals for the purpose of implementing electronic health records in a growing number of practices and facilities.

State of Nebraska

Bass & Associates worked collaboratively with the Nebraska eHealth Council and the Information Technology Commission to develop the state strategic and operational eHealth plans that resulted in ARRA funding. Like our implementation in Nebraska, ours is a partnership with SHARE. Our goal is the success of an Arkansas Statewide HIE implementation according to state and federal standards that resembles our successful partnership with the state of Nebraska. Our Project team has the state experience and knowledge of how state government operates to work closely and seamlessly with the State of Nebraska in its successful HIE implementation. We will apply these lessons learned to SHARE as well.

We are proud of our relationship with the State of Nebraska as we walked hand-in-hand through the complex and detailed process of implementing an HIE. Each state is unique in approach to HIE. We understand and respect that. What lessons we have learned through the Nebraska implementation that apply to SHARE will be suggested and offered throughout the implementation but always with an eye towards making SHARE truly an Arkansas HIE implementation.

5. Estimate of implementation timeline: Pilot project and broader installation.

See Appendix B for high level sample plans and timelines for the following phases of the SHARE implementation

Pre implementation

Phase I – Planning

Phase II – Pilot implementation

6. Description of the Financial Business Models supported.

When considering financial models, two scenarios must be considered: the financial model that facilitates data sharing on the part of the various facilities and providers with the HIE and is significantly affected by the setup and licensing fees; and the financial models that must be implemented to achieve revenue generation and sustainability of the HIE.

Licensing and Setup Fees: Bass and Associates will negotiate with the vendor to obtain the best possible contracting situation for SHARE. These fees typically include setup fees for the technical infrastructure for the HIE and each data sharing facility based on bed size and/or type of interface and connectivity. Licensing fees would typically be charged per provider depending upon the level of functionality they wish to utilize, i.e., any combination of ePrescribing, electronic medical record and viewing the HIE.

In terms of financial sustainability business models, One of the most obvious funding sources will be from the HIE participants in the form of license and participation fees. As ONC develops and refines requirements for statewide HIE and for the NHIN, the HIE may be able to take advantage of incentives for implementation of related new functionality.

Utilizing the Unique Capabilities of HIE for Sustainable Revenue. SHARE should look beyond license and participation fees for sustainable and expandable revenue. Through the unique functionality of HIE, a rich supply of revenue opportunities will emerge. For example, "Meaningful use" incentives are anticipated to create demand for products and services which capture and report data to PQRI Registries. Leveraging HIE functionality to assist in meaningful use data capture and PQRI reporting could be an additional revenue component for the HIE budget. In addition, opportunities exist in the area of providing clearinghouse services for claims eligibility.

The resulting demand for HIE will likely be met by an increased supply of marketed products and services to enable HIE, resulting in a competitive marketplace for HIE services. Stakeholders will be required to develop a governance, financing, policy and technical infrastructure that both supplies high-value HIE services and creates sustainable demand.

As we work together with SHARE Bass & Associates will assist in the identification of capabilities of HIE that can be tapped for revenue generation.

7. Suggested Service Level Agreement terms.

On behalf of SHARE and drawing upon our experience with HIE, Bass & Associates will negotiate with the technical vendor to obtain the best possible service level agreement for SHARE.

Service level agreements for HIEs should typically include guarantees for agreed-upon performance and speed capabilities, including uptime, percentage and average response, and statistical reporting. Scheduled down time would be taken into account.

Storage of patient records may also be covered in the interests of scalability affecting system performance. However, with SHARE's desire for a hybrid system, it is likely that data from the source



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systems (provider EMRS) would not be shared centrally and instead mirrored systems would be used. This model would be more scalable than a fully federated system.

Depending upon the HIE model, the on-site equipment may be the responsibility of each facility. For example, if an ASP model is used, the facility would be responsible for their own PCs and networking hardware and software. This type of model allows providers to access the HIE via a browser.

8. Rough Order of Magnitude of Solution Components

Bass & Associates managed services will work with SHARE and with the technical vendor to obtain optimal pricing for their HIE licensing solutions.

Technical Solution

Pricing for the technical solution may be based on a per-transaction fee, or upon the number of hospital beds and licensed providers. However, depending upon the vendor, setup and licensing fees can vary greatly.

In the case of a hybrid-federated model, which is a requirement of SHARE, setup and licensing fees on the part of the technical vendor are likely to involve:

Overall Framework Components and Installation
Setup and Yearly Licensing <ul style="list-style-type: none">- per hospital depending upon bed size- per RHIO depending upon connection type- per Lab depending upon connection type
Yearly Fees <ul style="list-style-type: none">- per Licensed Provider
HIE Connection Fee and Viewer
HIE Connection Fee , Viewer and ePrescribing
HIE Connection Fee Viewer and EMR solution
HIE Connection Fee, Viewer, ePrescribing and EMR solutions



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Managed Services Costs

Unlike many large consulting firms today, Bass & Associates has more on-the-ground experience and than almost any consulting firm in existence today. As a result, you will be obtaining much more value per dollar by utilizing our services over the services of those less experienced. In addition, NeHIE, implemented by Bass & Associates in partnership with the board of directors is arguably one of the most cost-efficient HIEs in the nation. We will apply the same level of stewardship for SHARE that we continue to achieve in Nebraska by using resources to the fullest capability, if and only when they are needed.

Staff	Duties	Hourly Rate
Project Visionary	Advisory capacity regarding stakeholder relationships, governance structure, leadership roles and responsibilities, features and rollout considerations	\$175
Project Manager	Manage and track implementation and deliverables	\$150
Business Analyst	Reporting, training	\$125
Clinical Support Specialist	Training	\$125
Project Coordinator	Facilitation and communication; administrative	\$75
Privacy and Security	Consultation and advice on privacy and security issues and questions	\$125
Technical Support	As needed beyond support agreement	As determined
Legal - Contracted	As/if needed	Market

5.2 General Solution Description

This section should build on the Summary Description of Solution. It should describe how the solution addresses each of the following elements described in Section 4, Descriptive Information about the Arkansas HIE:

1. Interoperability

Bass & Associates will ensure that any solution we assist the State of Arkansas in selecting is interoperable with systems throughout Arkansas and with the NHIN (Nationwide Health Information Network). Our experience with the implementation of HIE across various types of facilities and providers, provides the skills and experience necessary to help Arkansas obtain the right solution to achieve interoperability with all vital stakeholders.

Our experienced team continually monitors changes and updates on federal standards and will ensure SHARE is kept apprised and aware of any potential impact to the HIE or related systems and programs.



2. Technical Architecture and Approach

SHARE has indicated a preference for a hybrid system. As NeHII is a hybrid-federated model, fully functional in Nebraska, Bass & Associates has a great deal of experience with this type of system. We understand how to help stakeholders understand the benefits, and know how to engender trust in the model on behalf of physicians and other healthcare providers. Our experience with this model will enable us to speed your implementation.

3. Design Principles and Requirements

Arkansas wishes to adopt a system that is technology and vendor neutral, focuses on standards-based technology, protocol, and architectural concepts, and will provide a linkage of community and private exchanges within Arkansas.

The system must be secure and private, provide information where and when needed, adhere to best practices, leverage existing resources, support incremental statewide deployment and begin with a pilot, or proof of concept, that will expand as rapidly as technology and resources allow.

Bass & Associates is in a position to ensure that Arkansas will realize these expectations. We have successfully met these challenges and are confident we can do this for SHARE. Whether we provide initial services, or assist throughout the statewide implementation, we will help SHARE meet its design principles and HIE requirements.

4. Architectural Overview

Bass & Associates will promote, oversee and manage the tasks associated with the requirement of SHARE for an HIE to be designed with a hybrid architecture that will support the incremental statewide deployment of HIE over time. We have the experience in deploying this type of approach.

A statewide HIE is a “system of systems.” Participating health information systems work together within a defined architecture which consists of a set of principles, patterns and processes used to guide the exchange of Health Information.

Components include:

- Care delivery organizations and specialty providers
- Organizations that operate personal health records (PHRs) and consumer applications
- HIEs
- Payers and pharmacy benefit managers
- Public health

Many of these organizations have their own health IT systems and networks. The statewide HIE is intended to integrate these networks serving as an umbrella architecture, providing a layer of infrastructure above that of EHRs connecting the disparate systems together.



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5. Core Requirements

Because of our HIE experience, we are qualified to determine vendors that can deliver core requirements to SHARE. We know the questions to ask and what to look for from technical vendors.

5.3 Other Features

In addition to the above, are there any other features, services, or options that SHARE should consider? If so, please describe the feature, service, product, or option, and explain how it would support the HIE functionality as described in this RFI.

Utilizing Managed Services with Bass & Associates provides definable value, but the intangible values must also be considered. Much of that comes from our judgment born of experience. Our ability to assess situations and provide valuable advice and feedback will not only save time, it will save money and resources.

Through our years in HIE, we have learned how to derive the greatest value from our resources. We look forward to doing the same for SHARE.



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Appendix A - Bass & Associates Background

As the organization selected by NeHII (the Nebraska Health Information Initiative) in 2007 to implement the HIE and to provide comprehensive management of its operations, Bass & Associates works continually with healthcare providers and states across the nation to provide assistance and input for their HIE efforts. As a result of our experience, we stand above other consulting firms in our understanding of the intersection of HIE and government policy as well as the inner workings and relationships inherent in healthcare systems and among healthcare providers.

Long before the advent of HIE and continuing today, our long-standing partners have depended on us as a ready and responsive resource for IT consulting and advisory services. In addition, our Healthcare Technology Center provides business and technology services to HIEs and healthcare systems across the nation.

Known for more than 16 years for our stability and capacity to meet consulting needs across the nation, Bass & Associates has been a reliable "go to" resource for a number of Fortune 500 and other high profile clients, some of whom have been customers for a decade or more. Our clients include NeHII (Nebraska Health Information Initiative), ConAgra Foods, Union Pacific Railroad, Mutual of Omaha, Blue Cross and Blue Shield, a significant number hospitals and healthcare systems, and many more.

As part of our services to NeHII, Nebraska's designated entity for HIE, Bass & Associates led the development and submission of the state health IT strategic plan, and working with businesses throughout the state and nation, continues to identify creative solutions to achieve sustainability for NeHII, as well as workable financial models to encourage provider participation in the exchange.

Given the challenges in providing continuity for the critical needs of this project, Bass & Associates stands far above our competitors due to our history of success, and the depth of our ability provide the expertise needed for the development and expansion of SHARE.



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Appendix B – Plans and Timelines

Pre-implementation Plan

Duration is approximately 2 months

SHARE

Pre Implementation Phase

Project Management

Communication Plan

- Create and maintain decision log

Research

Risk Management Plan

Technical Design Plan

RFP

- Determine requirements for RFP

- Create RFP draft

- Review RFP

- Finalize RFP

- Obtain approval of RFP

- Create scorecard for RFP

- Distribute RFP

- RFP Complete

RFP Evaluation

- Answer RFP questions

- Receive RFP

- Complete evaluation scorecard on results

- Create report on evaluation scorecard

- Present results to SHARE

Software Presentations

Vendor Selection

Phase I – Planning

12-Week Plan Based on 6 Weeks of Organizational Planning and 8 Weeks of Implementation Work
After the pilot implementation, additional locations will require an approximate 6-week implementation period

Phase I - Planning Weeks 1 -6			
Project Management	Planning	Interfaces	Training
Overhead	Define roles and responsibilities	Develop interface requirements	Knowledge transfer to PCO
Project Setup	Determine staffing requirements	Create interface planning documents	Knowledge transfer to Technical
Establish Project Control	Advisory Committee	Create interfaces	Create software training plan
Develop project plan	Determine Workgroups	Quality Assurance	Create materials
Develop change management plan	Determine objectives for each workgroup	Create quality assurance plan	Create schedule
Determine project constraints	Determine meeting schedules	Create testing environment	Train the Trainers
Determine steering committee	Determine deliverables for each workgroup	Create use cases	
Develop project charter	Distribute workgroup status reports	Determine and create tracking mechanism	
Develop scope statement	Determine status meetings schedules		
Develop communication plan	Determine initial data providers		
Maintain and update risk management plan	Determine Implementation Schedule		
Maintain and update decision log			
Create business plan			

Phase II – Pilot Implementation

12-Week Plan Based on 6 Weeks of Organizational Planning and 8 Weeks of Implementation Work
After the pilot implementation, additional locations will require an approximate 6-week implementation period

Phase 2 - Pilot Implementation Weeks 7 - 14			
Project Management	Planning	Interfaces	Training
Overhead	Define roles and responsibilities	Develop interface requirements	Knowledge transfer to PCO
Project Setup	Determine staffing requirements	planning documents	Knowledge transfer to Technical
Establish Project Control	Workgroups	Create interfaces	Create software training plan
Develop project plan	Determine workgroups (Finance, Privacy, Security, etc)	Quality Assurance	Create materials
Develop change management plan	Determine objectives for each workgroup	Create quality assurance plan	Create schedule
Determine project constraints	Determine meeting schedules	Create testing environment	Train the Trainers
Determine steering committee	Determine deliverables for each	Create use cases	
Develop project charter	Distribute workgroup status reports	Determine and create tracking mechanism	
Develop scope statement	Determine status meetings schedules		
Develop communication plan	Determine initial data providers		
Maintain and update risk management plan			
Maintain and update decision log			
Create business plan			